

**THE GEORGE WASHINGTON UNIVERSITY**  
Washington, D.C.

**MINUTES OF THE REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
MAY 11, 2007 IN THE ALUMNI HOUSE**

**Present:** Executive Vice President for Academic Affairs Donald R. Lehman, Registrar Amundson and Parliamentarian Johnson; Dean Tong; Professors Becker, Biles, Castleberry, Cordes, Corry, Costanza, Englander, Garris, Griffith, Harrington, Helgert, Johnson, Marotta, Parsons, Pelzman, Robinson, Simon, Wilmarth, Wirtz, and Yezer

**Absent:** President Trachtenberg; Deans Brown, Lipscomb, Futrell, Katz, Lawrence, Phillips, Scott, and Whitaker; Professors Artz, Delaney, Gallo, Galston, Pagel, Rycroft, and Wade

The meeting was called to order by Vice President Lehman at 2:15 p.m.

**INTRODUCTION OF NEW MEMBERS**

Vice President Lehman introduced newly-elected Senate members: Professors William H. Becker, Michael D. Corry (who was elected to serve the unexpired term of Professor Mueller), Diana E. Johnson, and Donald O. Parsons.

Re-elected Senate members were: Professors John M. Artz, Brian L. Biles, Michael S. Castleberry, Ernest J. Englander, Charles A. Garris, Jr., Sylvia A. Marotta, Scott B. Pagel, and Robert W. Rycroft.

At the conclusion of the introductions, Vice President Lehman welcomed new and returning Senate members.

**APPROVAL OF THE MINUTES**

Vice President Lehman requested that several of his remarks in the minutes of the Senate meeting held on April 13, 2007 be amended, as he was unable to submit his editing suggestions prior to the deadline for distribution of the minutes. The suggested corrections on pages 3, 4, and 8 were distributed to Senate members at the meeting.

Vice President Lehman also requested that in the last sentence of the first full paragraph on page 7, the word "base" be inserted before the word "stipends," and that in the second sentence of the fourth full paragraph on page 10, the word "complete" be amended to read "incomplete." Professor Robinson moved the amendments, and the motion was seconded; a vote was taken, and the minutes of the regular meeting held on April 13, 2007 were approved as amended.

As a result of the amendments, the last paragraph on Page 3 of the minutes should read:

Professor Griffith inquired about the Elliott School's endowment payout arrangement. Dean Brown responded that, in addition to the Five-Year plan to enhance graduate enrollment, the Elliott School has received from the Special Endowment Payout for Investment in the University's Strategic Plan for Excellence, \$284,000 which will be used with an additional \$284,000 match from the Elliott School for graduate programs, including recruitment and program activities; ...

Also, beginning with the second sentence on page 4, the following wording was adopted:

Vice President Lehman confirmed that while the Special Endowment Payout is not necessarily permanent, it is expected to provide funding for a long period of time. The key is for the Elliott School to meet goals that have been set for the School's development. In fact, the Board is committed to investments as demonstrated by the authorization to carry over the special funds from one fiscal year to the next if the authorized funds are not expended. Discussion followed ...

The first full sentence pertaining to research expenditures at market basket schools on Page 8 was deleted, and a sentence substituted as follows:

Presently the University's total is approximately \$100 million less than the mean of this group.

#### INTRODUCTION OF RESOLUTIONS

On behalf of the Senate Executive Committee, Professor Robinson moved the introduction of Resolution 07/1, "A Resolution of Appreciation," and the motion was seconded and approved. She then read the Resolution of Appreciation for President Trachtenberg's service to the University, and adoption of the Resolution was moved and seconded. A vote was taken, and the Resolution was adopted. As President Trachtenberg was absent from the meeting, Professor Robinson asked that Vice President Lehman convey the Resolution to the President after the meeting, which he agreed to do.

#### UPDATE ON THE SCHOOL OF ENGINEERING AND APPLIED SCIENCE

Dean of the School of Engineering and Applied Science (SEAS) Timothy W. Tong distributed copies of his report. He began by describing the School's vision, which was adopted when the School formulated its Strategic Plan in 2002. The core focus of SEAS is to offer educational programs that are nationally and internationally recognized, address current and future needs, and to foster internal and external partnerships in both its educational and research programs. As an example of the latter, Dean Tong related that two professors in the School recently teamed with two colleagues in the Medical Center and



won the first RO1 Grant ever received by the Engineering School. Without the cooperation of their Medical Center colleagues, the Grant would not have been awarded.

Dean Tong then described the five academic departments within the School, formed in a restructuring some 7 to 8 years ago just before his arrival at GW. He also pointed out that the photograph beside the Electrical and Computer Engineering entry depicts a 1992 SEAS graduate, Anusha Ansari, in the space station. Ms. Ansari was the first private citizen, and the first woman, to be flown to the space station by Russian aircraft. As the station orbited around Earth, SEAS was able to set up a ham radio station which enabled students at local high schools to talk to her and other occupants of the spacecraft.

— Anousheh

Dean Tong reported that SEAS takes pride in working with students to provide flexibility in the curriculum so that they can pursue projects of interest to them. The photograph beside the Engineering Management and Systems Engineering entry shows a recent graduate of the Systems Engineering program, Jonathan Gordon, beside a model roller coaster. SEAS learned early that this student had a passionate interest in roller coasters, and his program of study was structured so that he had extra time to work on roller coaster design and engineering. By the time he graduated, Mr. Gordon had been issued a patent under his name, an achievement which usually takes practicing engineers years of work to attain.

Dean Tong briefly reviewed key information about SEAS, including undergraduate and graduate enrollment, the number of tenure-track and tenured faculty, research and sponsored activities, and advancement over the period FY 1999 to FY 2007. Figures given for enrollment are stated in two ways in the chart, the first being the number of students, and the second, full-time equivalents. The full-time faculty count has stabilized at 76, and research and sponsored activities revenue has increased by nearly \$5 million over the period. Advancement activities now bring to the School five times the total in FY 1999, or \$61 million in FY 2007. Although approximately \$15 million represents in-kind donations, this is still quite a significant fundraising total.

Dean Tong's report also summarizes degree programs offered by SEAS at the Bachelor and Masters level, as well as Professional degrees and a Doctor of Science program. These include the unusual offering of a B.A. [rather than a B.S.] for students who study engineering with a view toward becoming businesspeople in a technically related field. The School also recently started to offer the option of completing a combination B.S. and M.S. degree in five years. The report also outlines interdisciplinary programs offered by the School, which combine an engineering curriculum with disciplines such as law, physics, business, and international affairs.

Dean Tong described five signature areas in the School, which include IT/Telecommunications, Transportation/Safety and Security, Biomedical Engineering, High Performance Computing, and Biomimetics and Bioinspired Engineering.

SEAS has been designated as a Center of Academic Excellence in Information Assurance Education by the U.S. Security Agency. Dean Tong and Vice President Lehman

traveled to Microsoft headquarters to receive a certificate for that honor, which means that GW is now eligible to compete for federal grants it could not receive before. Thus far, several million dollars of such grant funding has come to GW from various federal agencies to fund research in this area and to provide full ride scholarships for undergraduates who want to pursue computer security as a career. Transportation Safety makes extensive use of computer simulation techniques to help automobile manufacturers design safer cars. A project recently launched for the Federal Aviation Administration uses computer simulation to examine what happens to a jet engine if its components fail, and how best to prevent catastrophic damage. Dean Tong added that Rolls Royce was so interested in this project, it donated an engine to SEAS so that real geometry could be obtained to enter into its computer models.

One of two new signature areas selected by Academic Affairs and the Board of Trustees is High Performance Computing. Professor Tariq El Ghazawi has conducted a good deal of the state-of-the-art research in this area. His latest work in reconfigurable high performance computer platforms is aimed at providing a means of upgrading computer components rather than replacing the entire system.

The second signature program area, Biometrics and Bioinspired Engineering, is a new field. Professor Rajat Mittal and a number of his colleagues have received funding to conduct research on biological systems so that this knowledge can be applied to the design of new engineering devices, for example, designing remotely controlled miniature airplanes which could be deployed for various applications.

In conclusion, Dean Tong summarized two recent initiatives at the School. SEAS is committed to ensuring that all of its students who desire work experience will have this opportunity before they graduate. To this end, an effort to help them identify and secure internships has been launched. In the past two years, more than 100 students have benefited from this program. A Council on Entrepreneurial Technology Transfer and Commercialization has also been formed to promote the commercialization of research conducted by faculty and students in SEAS. The creation of start-up companies who build products developed as a result of research efforts not only produces devices useful to society, but also potentially produces an equity share in the company which benefits the educational mission. (The Report is attached.)

Professor Griffith noted that SEAS has significant research activity [approximately \$14 million], offers quite a number of degree programs, and conducts numerous educational programs offered at sites other than the Foggy Bottom campus. He asked what the role of regular faculty is in these teaching programs, and how the GW imprint and quality control is maintained. Dean Tong responded that in addition to the regular faculty described in his report, there are approximately 100 part-time faculty members who teach SEAS classes on a regular basis. While few full-time faculty members teach at off-campus sites, there are a few who do so. The School insists that off-campus courses utilize the same syllabi as those taught at Foggy Bottom, and credit hours earned by students off campus are the same as those earned at Foggy Bottom. Chairs and directors of SEAS programs are full-time faculty members.

Professor Parsons asked Dean Tong to provide summary financial information for the School. Dean Tong said that when he first arrived at GW, SEAS was programmed to lose money, as the income it was generating was not enough to cover operating expenses. In the last 3 or 4 years, SEAS has produced a small operating margin each year, approximately \$2 to \$3 million. Compared to the margin generated by Columbian College, the SEAS contribution is modest, but the School is moving in the right direction. Off campus programs create a very high margin and provide a very strong income stream for the School. Whether this is sustainable in the future remains to be seen. The revenue stream from these programs also supports initiatives at the Foggy Bottom campus which would not otherwise be possible in this highly expensive location. The School also constantly looks for ways to make on-campus operations more efficient and cost effective.

#### UPDATE ON THE BUDGET WORKING GROUP

Professor Griffith noted that he had given a report on the Budget Working Group deliberations at the last Senate meeting, and his remarks appear on pages 9 and 10 of the minutes of the April 13, 2007 minutes. He said that there had been no new developments beyond those already reported.

Professor Wilmarth asked about the size of the currently projected budget "gap." Professor Griffith said the gap is projected at approximately \$4 million, and would be closed with half of the funds coming from the academic budget, and the other half coming from administrative budgets. Increased enrollments in the Columbian College of Arts and Sciences and in the College of Professional Studies are expected to result in an enhanced revenue stream which will make the academic contribution less painful than it otherwise would have been.

Professor Griffith also said that one of the concerns of the faculty members on the Budget Working Group is the large portion of the University budget devoted to capital investments in the physical plant -- buildings and facilities, rather than the academic needs of the University. Professor Griffith said the hope is that the focus of the University budget process can be shifted away from its present orientation and move toward investment in academic priorities.

Professor Griffith also noted that a report prepared by Vice President Lehman on Signature Program Funding and Special Endowment Payouts for Investment in the University's Strategic Plan for Academic Excellence were appended to the Annual Report of the Fiscal Planning and Budgeting Committee, which was distributed at the meeting. Professor Griffith urged the Senate to review this portion of the report which details funding directed to specific programs. As funding for core teaching across the University is at a crucial level, investment in that direction is also needed.

**GENERAL BUSINESS**

**I. APPROVAL OF DATES FOR REGULAR SENATE MEETINGS IN THE 2007-08 SESSION**

Professor Robinson moved the approval of the calendar for the regular meetings of the Faculty Senate for the 2007-08 session. The following dates were approved: May 11, 2007, September 14, 2007, October 12, 2007, November 9, 2007, December 14, 2007, January 18, 2008, February 8, 2008, March 14, 2008, and April 11, 2008.

**II. NOMINATION FOR ELECTION OF CHAIRS AND MEMBERS OF FACULTY SENATE STANDING COMMITTEES FOR THE 2007-08 SESSION**

Professor Robinson moved the nomination for election of Chairs and members of Faculty Senate Standing Committees whose names were contained in a list distributed at the Senate meeting. The nominations of Professors Richard Green (SB) and Roger Lang (SEAS) to the Fiscal Planning and Budgeting Committee were moved and seconded. The entire slate was approved. (The list of Chairs and members of Faculty Senate Standing Committees is enclosed.)

**III. NOMINATION FOR ELECTION TO THE DISPUTE RESOLUTION COMMITTEE**

Professor Robinson moved the nomination of Professor Larry R. Williams (SB) for election to the Dispute Resolution Committee for a three-year term commencing May 1, 2007. The nomination was approved.

**IV. NOMINATIONS FOR APPOINTMENT BY THE PRESIDENT TO ADMINISTRATIVE COMMITTEES**

Professor Robinson moved the nomination of the following faculty members to the Joint Committee of Faculty and Students: Professor Alan G. Wade as Faculty Co-Chair, and Professors John M. Artz, Dorothy E. Holmes, Amy J. Mazur, David Truncellito, Harry E. Yeide, and Jason M. Zara as members. The entire slate was approved.

**V. NOMINATIONS FOR APPOINTMENT BY THE PRESIDENT TO THE STUDENT GRIEVANCE REVIEW COMMITTEE**

Professor Robinson moved the nomination of the following faculty members to the Student Grievance Review Committee: Professors Heidi M. Bardot, Linda Bland Stewart, Andrea B. Brassard, Molina B. Dayal, Juliet Lee, Susan F. LeLacheur, Allena K. Opper, Edward M. Robinson, Michael G. Seneff, and Eva A. Vincze. The entire slate was approved.

**VI. NOMINATIONS FOR APPOINTMENT BY THE BOARD OF TRUSTEES TO TRUSTEES' COMMITTEES**

Professor Robinson moved the nominations of the following faculty members for appointment to Trustees' Committees:

Trustees' Committee on Academic Affairs: Lilien F. Robinson  
Trustees' Committee on External Affairs: Lisa Benton-Short  
Trustees' Committee on Information Technology: Philip W. Wirtz  
Trustees' Committee on Student Affairs: Alan G. Wade

The nomination of Professor Joseph J. Cordes, Chair of the Fiscal Planning and Budgeting Committee for the 2007-08 session, was also moved for appointment to the Trustees' Committee on Advancement.

The entire slate was approved.

**VII. REPORT OF THE EXECUTIVE COMMITTEE**

Professor Robinson presented the Report of the Executive Committee, which is enclosed. She also distributed copies of the Executive Committee Report presented to the Academic Affairs Committee of the Board of Trustees at their meeting in May, 2007, and requested that this report be included with the minutes of the meeting. (The Report is enclosed.)

**VIII. ANNUAL REPORTS OF SENATE STANDING COMMITTEES**

Annual reports of the following Standing Committees were distributed with the agenda for the April 2007 meeting: Admissions Policy, Student Financial Aid, and Enrollment Management; Athletics and Recreation, and Physical Facilities. Annual Reports from the following Committees were distributed at the meeting: Appointment, Salary, and Promotion Policies, Fiscal Planning and Budgeting, Libraries, and Professional Ethics and Academic Freedom. (Reports not already distributed are attached.)

Professor Helgert, Chair of the Admissions Policy, Student Financial Aid, and Enrollment Management Committee, briefly commented on the recent shift in financial aid from merit- to need-based assistance. Professor Helgert said that Kathryn Napper, Director of Undergraduate Admissions, had briefed him on the rationale for this shift. As the University's tuition increases, a larger portion of prospective recipients formerly in the merit-based category now qualify for and receive need-based aid. This is more of an optical than a substantive change, he added -- the shift was very modest, and the mix of students did not change. Whether this trend will continue in the future is unclear at this point, but the University has not abandoned its commitment to merit-based student financial assistance.



A brief discussion about this shift in resources followed between Vice President Lehman and Professors Griffith, Parsons, and Yezer.

**BRIEF STATEMENTS (AND QUESTIONS)**

Professor Griffith asked if President-elect Knapp would be using the Alumni House as his residence, and Vice President Lehman said that he thought this was still a possibility. Professor Griffith then asked if Vice President Lehman was seeking a chamber adequate to accommodate Senate meetings in case the Alumni House salon is not available in future. Vice President Lehman assured Professor Griffith that the Senate would have a place to meet. Professor Griffith said it would be nice if the Senate could go back to a really nice meeting space, as it had in the sixth floor Conference Room (the former Board room) in Lisner Hall. Professor Robinson interjected that the Executive Committee has been looking at possible use of the State Room on the 7<sup>th</sup> floor of the Elliott School, however, a sizeable rental fee is charged for the room. Professor Griffith said he felt sure the Executive Committee Chair could get the fee waived. Vice President Lehman said that he had not thus far been able to achieve a fee waiver for the Senate meeting room as space on campus is very scarce.

**ADJOURNMENT**

There being no further business before the Senate, and upon motion made, seconded, and approved, the meeting was adjourned at 3:42 p.m. following Vice President Lehman's good wishes to everyone for a pleasant summer.

*Elizabeth A. Amundson*

Elizabeth A. Amundson  
Secretary



**A RESOLUTION OF APPRECIATION (07/1)**

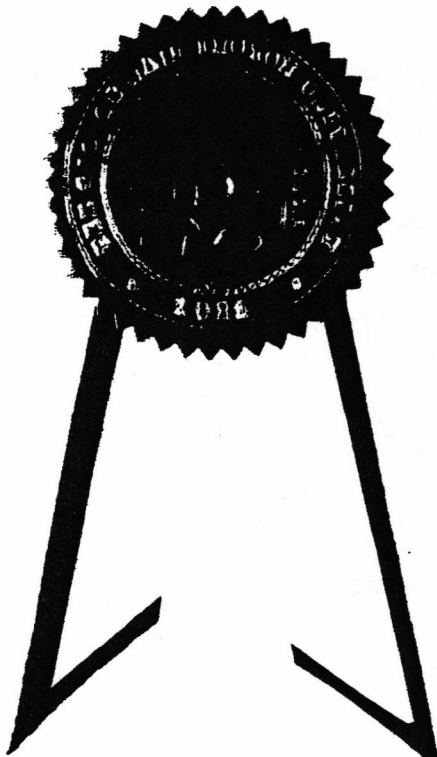
**WHEREAS, Stephen Joel Trachtenberg has served for nineteen years as President of The George Washington University with imagination and energy during a period of significant growth and transformation for the University, including the construction of new residence halls and academic buildings, a redesign of the Foggy Bottom campus, acquisition of the Mount Vernon campus, and further development of the Virginia Campus, and**

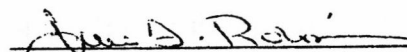
**WHEREAS, he has announced that he is leaving this position in July 2007 to become a member of the faculty, and**

**WHEREAS, the Board of Trustees of The George Washington University, in recognition of his achievements, has appointed him University Professor of Public Service;  
NOW, THEREFORE,**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY**

**That the Faculty Senate expresses its appreciation to Stephen Joel Trachtenberg for his many years of service to The George Washington University and his efforts to promote a wider recognition of the University's accomplishments throughout the nation and the world, and welcomes him as a faculty colleague.**



  
**Lilien F. Robinson, Chair**  
**Executive Committee of the Faculty Senate**  
**May 11, 2007**

**THE GEORGE WASHINGTON UNIVERSITY**

**SCHOOL OF ENGINEERING AND APPLIED SCIENCE**

# SEAS

**GW Faculty Senate**

**Timothy W. Tong, Ph.D., Dean**

**(202) 994 6080  
tong@gwu.edu**



THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON DC

**May 11, 2007**

## **We have a vision:**

- A school offering educational programs that are relevant to the current and future technological needs (*doing things that matter*)
- A school nationally and internationally recognized as a source of ideas and knowledge for the support of technological advancement (*serve as a resource to the society*)
- A school embracing both internal and external partnerships in its educational and research endeavors (*be an engine of growth*)

## Five Academic Departments

- Civil and Environmental Engineering



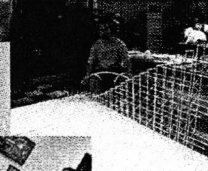
- Computer Science



- Electrical and Computer Engineering



- Engineering Management and Systems Engineering



- Mechanical and Aerospace Engineering



## Snapshot

	FY1999	FY2007
UG enrollment (HC/FTE)*	459/432	528/515
G enrollment (HC/FTE)*	1496/836	1779/1030
T & TT Faculty	~75	76
Res & Sponsored Activities	\$9.3M	\$14.1M†
Advancement	\$12M	\$61M

\* fall census data

† FY2006 data

## **Undergraduate Degrees**

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- **Bachelor of Science**
  - **Biomedical Engineering**
  - **Civil Engineering (Environmental)**
  - **Computer Science**
  - **Computer Engineering**
  - **Electrical Engineering**
  - **Mechanical Engineering (Aerospace)**
  - **Systems Engineering**
- **Bachelor of Arts**
  - **Applied Science and Technology**
  - **Computer Science**
- **Five-Year BS & MS**

## **Interdisciplinary Programs**

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- **Engineering and Law**
  - **Bachelor of Science and Juris Doctor**
- **Engineering and Physics**
  - **Bachelor of Science in Engineering**
  - **Bachelor of Science in Physics**
- **Engineering and Business**
- **Engineering and International Affairs**
- **Engineering and .....**



## **Graduate Degrees**

- **Master of Science**
- **Master of Engineering Management**
- **Professional degree**
  - **Engineer**
  - **Applied Scientist**
- **Doctor of Science**

## **Educational Programs in Northern VA, MD, PA, West Coast, and Taiwan**

- **Engineering Management at**  
Alexandria, Hampton, Arlington, Taiwan, SAIC,  
Naval Surface Warfare Center, Lockheed Martin,  
Orbital Sciences, NGA, Southern MD Education  
Center
- **Information Security at**  
Alexandria
- **Knowledge Management at**  
Alexandria, Arlington





**Thank you very much!**

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**Timothy W. Tong**

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**School's Website: [www.seas.gwu.edu](http://www.seas.gwu.edu)**

**Faculty Senate Committee on Appointment, Salary, and Promotion Policies (including Fringe Benefits)**

**Annual Report (2006-07)**

ASPP committee was very productive this year. We held 5 committee meetings and many subcommittee meetings this year. We are pleased to have resolved the major issue of Less-Than-Full-Time Tenure (LTFT), and also believe the second major issue on the school wide personnel committees is close to resolution. Here are details of the issues we have considered this year:

**Less-Than-Full-Time Tenure Issues (LTFT):** In fall 2005, we learned that Ohio State University allows part-time tenure (at the level of  $\geq 50\%$ ); this issue was also mentioned by President Trachtenberg at the faculty assembly. In order to work proactively, we formed a subcommittee which surveyed various universities. Of the universities we surveyed, the following have procedures for LTFT tenure track appointments: California, Columbia, Cornell, Iowa, Utah State, Vanderbilt, and Washington. Most or all of these schools specifically state that a faculty member must be employed at least half time to be eligible for tenure (see annual report of our committee for the year 2005-06). The subcommittee identified a number of issues that needed in-depth study. In order to consider these issues in detail, we asked Executive Vice President for Academic Affairs (EVPAA) Dr. Lehman and Faculty Senate Chair Dr. Robinson for additional members for an expanded subcommittee which was formed with the following membership: Miriam Galston (Convener), Margaret Plack, Moses Schanfield, Annie Wooldridge, Diana Lipscomb, Barbara Miller, Lynda West, and Nicholas Kyriakopoulos. This expanded subcommittee worked hard through the summer and fall of 2006 and identified additional universities with LTFT tenure policies or practices. The expanded subcommittee interviewed (by email and phone) the contacts at these universities and determined that, with few exceptions, LTFT tenured positions are rarely used, even at schools with policies in place for 15 or 20 years. In one instance, the person contacted said that their provost actively discouraged LTFT and, as a result, they have used this option only twice (a married couple) in the last several years.

The conclusion of ASPP committee is that the Less-Than-Full-Time (LTFT) Tenure option is rarely used at other universities, and would probably be rarely used at GW. Hence the committee is not particularly eager to pursue this line of thought at this time. Should a future group decide to start working on this issue, the information gathered by the Less-Than-Full-Time (LTFT) subcommittee this year remains available for that future group. The Faculty Senate Executive Committee agreed with the conclusions of the ASPP committee and stated: *"There seems no point in adding yet another category of tenure when we already have mechanisms in place for accommodating the various needs and situations cited."* (The LTFT report is appended to this Report.)

**Board of Trustees' resolution on tenure/promotion practices and role of school personnel committees:** On 18<sup>th</sup> May, 2006, the Board of Trustees passed a resolution where they asked the EVPAA to review the process of tenure and promotion at GW by comparison with the processes at our market basket schools, and to work with Faculty Senate Executive Committee to "strengthen the role of School-Wide Personnel Committees in the review of dossiers of candidates recommended for tenure/promotion or promotion such that their written review and written recommendation to the dean covers a thorough review of the qualifications of the candidate...."

EVPAA Dr. Lehman has collected and compiled data from all market basket schools as well as several of the local schools and has stated that the promotion/tenure system at GW where the process may reach the Board of Trustees is unique among the market basket schools—all other schools stop

the process at the provost or president's level. At the ASPP committee meetings, Dr. Lehman has stated his concerns about giving too much deference to the departmental recommendation on tenure and promotion; he has also stated that there have been a number of occasions in which a department was clearly not putting forth the proper recommendation for tenure/promotion based on the evidence. In such a type of situation the dean and Dr. Lehman will strongly request that the department reevaluate its position, yet the department often refuses to change its recommendation. Dr. Lehman believes that, as is the custom at most of our market basket schools, it is worthwhile for us to consider having a tenure/promotion committee at the university level, in which the members are appointed (faculty members at the top of their fields, thus extremely qualified), and consistent standards could be applied across the University. Such a review would not take the responsibility away from departments, colleges or school, but would help to establish more rigorous criteria and ensure that they are applied at every level throughout the entire process. Dr. Lehman believes that the personnel committees at the school level at GW need to take on the responsibility they have with regard to their review of the dossier relative to the recommendation put forward. Such a review requires thorough examination of the teaching quality/capabilities through student and peer reviews, service to the department/university, and research/ scholarship productivity and quality as attested to by outside experts who are impartial in their analyses. Such a review goes beyond the checking of the procedures being followed. The outcome of this review should be an advisory report to the dean of their findings relative to the department's recommendation.

In order to respond to the Trustees' resolution, a Joint Committee comprised of members from ASPP and PEAFF Committees was formed. The members are Ravi Achrol, Sylvia Marotta and Murli Gupta (ASPP) and Phil Wirtz, Art Wilmarth and Joe Pelzman (PEAFF), and David Robinson. This committee met several times during the year; had an exploratory meeting with Dr. Lehman; and had another meeting with Trustees Lydia Thomas and Gerald Lazarus and Dr. Lehman. The latter meeting was organized to ascertain the specific concerns of the trustees and ways to respond to their resolution dated 18<sup>th</sup> May, 2006. Everyone at this meeting agreed that the needed rules are already in the Faculty Code and that no Code changes are warranted in order to strengthen the school wide personnel committees *provided* there was a way to get an interpretative message to the schools about the responsibilities of such committees. There was a proposal that the Faculty Senate could pass a resolution reaffirming the language of page 9 of the Faculty Code, namely, that "Such committees may request additional information, documentation, or clarification respecting such recommendations." However, this was considered unnecessary and the subcommittee decided to inform the Faculty Senate Executive Committee of its deliberations.

**Salary Averages:** At our April meeting, Dr. Lehman distributed three Tables of data relating to the salaries of regular faculty (these Tables are attached to this Report).

Table 1 contains information on AAUP percentiles and GW salary averages: GW's overall salary expenditure for all ranks went up this year by 4% and all ranks are at or above the 80<sup>th</sup> percentile. The AAUP 80<sup>th</sup> percentile for the three ranks this year (2006-07) are: \$121,196 (up 3.9% over the past year), \$85,878 (up 4.5%) and \$71,763 (up 3%), respectively. The full professor salary average at GW this year (2006-07) is \$123,936, up 4.3% from the last year; this rank is at the 82.1 percentile. The associate professor average this year is \$89,450, up 6.1% over the last year; this rank is at the 88.3 percentile. The assistant professor average this year is \$72,132, up 4.1% over the last year; this rank is at the 80.7 percentile.

Table 2 contains market basket information as well comparisons with local universities. (This Table is ordered by 2006-07 composite averages in the last columns.) Of the 15 schools that reported salaries, GW ranks 10<sup>th</sup> overall (a drop from the 9<sup>th</sup> rank last year). We are the 10<sup>th</sup> in full professors'

salaries (below American University), 7<sup>th</sup> in associate professors' salaries, and 10<sup>th</sup> in assistant professors' salaries.

Table 3 contains data on median salaries as well as the cut off points for 1<sup>st</sup> and 3<sup>rd</sup> quartiles. This data has been requested by ASPP committee for a while and we are grateful to the administration for continuing to provide us this data. For some analysis of the medians and quartiles, one may consult the annual report of the last year's ASPP committee.

Dr. Lehman announced that he recently sent the Deans an extra \$150,000.00 to be distributed to Assistant Professors purely on merit. In an effort to raise the level of faculty at GW, Dr. Lehman also stated that he is soliciting proposals from key groups within the university asking them to identify world-class people that GW should actively work to recruit. Having more faculty members at the top of their particular fields teaching and doing research at GW will enable the University to continue to attract a higher-level faculty in the future.

**Open Enrollment:** Terry Dorsey reported at our November 2006 meeting on the Open Enrollment, which was a challenge, especially in terms of paper enrollment. The goal, in the future, will be to go online. In an online environment, the data will not be "dirtied" because instead of middle people inputting information, the individual will be keying it in himself or herself. When Open Enrollment goes online, there will be a kiosk system where a person will be available to answer any questions members of the faculty and staff have.

Respectfully Submitted

Murli Gupta May 4, 2007  
Murli Gupta, Chair

**Members:**

Eugene Abravanel  
Ravi Achrol  
Pamela Davidson  
Ellen Dawson  
Miriam Galston  
Cayo Gamber  
Dean Kessmann  
Sylvia Marotta  
Margaret Plack  
Moses Schanfield  
Patricia Sullivan  
Mona Zaghoul

***Ex Officio:***

Val Berry  
Michael Castleberry  
Terry Dorsey  
Louis Katz  
Donald Lehman  
Andrea Stewart

March 22, 2007

TO: ASPP Committee  
Don Lehman, Executive Vice President for Academic Affairs  
Lilien Robinson, Chair, Faculty Senate Executive Committee

FROM: Less-Than-Full-Time Tenure Subcommittee

RE: Less-Than-Full-Time Tenure Survey Results

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In the fall of 2005, the ASPP Committee asked three of its members to examine the possibility of establishing a less-than-full-time ("LTFT") tenure track. They understood their charge to include exploring both pre- and post-tenure LTFT faculty positions.

During the 2005-2006 academic year, this group identified roughly ten universities that had some kind of LTFT tenure policy in place, as evidenced by their faculty codes or handbooks available on the internet. The group also found newspaper reports of additional schools that appeared to have LTFT tenured or tenure-track faculty. There was a fairly wide range of approaches, including different maximum probationary periods and different policies regarding switching from a full-time to a LTFT track or the reverse. The group reported its preliminary findings to the ASPP Committee in the spring of 2006. The Committee discussed the group's findings and reviewed the potential advantages and disadvantages of instituting some version of LTFT tenure at GW.

The ASPP Committee decided to pursue the issue further. Chair Murli Gupta, in consultation with EVP Lehman and Chair Robinson, asked several GW faculty members from outside the ASPP Committee to join the ASPP group in investigating LTFT tenure more thoroughly. The subcommittee thus constituted includes Miriam Galston, Nicolas Kyriakopolous, Diana Lipscomb, Barbara Miller, Margaret Plack, Moses Schanfield, and Lynda West. Murli Gupta and Annie Wooldridge serve ex officio. Henry Nau was on the subcommittee for part of the time and resigned because of other commitments. Virginia Wolk, a student at the Law School, identified additional universities with LTFT tenure policies or practices, and she obtained the names and contact information of the person most knowledgeable about LTFT tenure issues at each institution thought to have LTFT tenure.

The expanded subcommittee decided to interview each of the contacts at these universities. The goal was to learn how LTFT positions work in practice: what population has actually sought such positions, whether they were eventually granted tenure, how LTFT was applied to the faculty member's responsibilities, what difficulties the individuals or their departments/schools had encountered, and how the problems had been addressed and, hopefully, resolved. The subcommittee created a survey instrument to facilitate these interviews and standardize the information obtained. Most of the interviews involved phone contact; in some instances, the person contacted requested the survey and filled it out. Most of the members of the subcommittee succeeded in obtaining information from two of the contacts, for a total of ten schools interviewed in all.

With few exceptions, LTFT tenured positions are rarely used, even at schools with policies in place for 15 or 20 years. In one instance (University of Pittsburgh), the person contacted said that the Provost actively discouraged LTFT and, as a result, they have used this option only twice (a married couple) in the last several years. In other cases, a faculty member needing "reduced duties" extended the tenure clock (University of Pennsylvania), so that a LTFT position was not sought. At most schools, the LTFT tenure option seems simply to be ignored (Berkeley, Columbia, Southern California, Utah,



Vanderbilt, and Vermont). At Utah, for example, "one or two people" had taken advantage of this option, which was probably negotiated on an *ad hoc* basis with the department. At Vanderbilt, three such appointments were made in the 1980s, but none has been made since. The Yale contact thought LTFT tenure was mainly used in the School of Medicine.

Cornell, the University of Washington, and Calvin College were the three schools that had utilized their LTFT tenure policies. All three schools found this option to be an effective recruiting tool to attract high quality faculty who might otherwise not accept an appointment or to support existing faculty with child-rearing responsibilities. At Washington, where the option was introduced in 1998, faculty recruited with LTFT appointments typically have a strong research agenda and track record, so meeting standards for scholarship has not been a problem. Cornell emphasized that individuals seeking such positions tend to have "external professional practices (such as architecture)" although some instances were also motivated by a desire to balance family and career. At Washington, such appointments tended to be in the School of Medicine although some were in Arts and Sciences. The person contacted at Washington thought fewer than 20 people had ever taken LTFT tenure-track or tenured positions; at Cornell, the number appeared to be considerably less; and at Calvin, approximately 12 faculty members hold tenure-track, reduced load appointments.

Both the University of Washington and Vanderbilt have used one or more LTFT tenure positions for budgetary reasons (not enough funding for a full-time position) as well as for recruitment purposes. In such instances, Washington advertised for LTFT faculty. None of the schools besides Washington said it included the LTFT tenure option in advertising, so the issue seems to be raised during the hiring process.

Several schools said they permit full-time tenured faculty to switch to LTFT positions as part of the process leading to retirement. One school has a six-year maximum and one has a two-year maximum, but most did not mention a limit.

Berkeley is in the process of reviewing its LTFT tenure policy, which has been largely unused. It has a grant from the Sloan Foundation to study the situation throughout the California system and then make recommendations for possible policy revisions and improvements across the system. The report will not be available until later in 2007. At Michigan, a faculty committee did a comprehensive study of LTFT tenure at other schools (based upon print or online sources), and recommended that a LTFT tenure program be instituted. This recommendation is still awaiting approval by the Provost. At Utah, as a result of our inquiry, the person contacted also expressed interest in having the university pursue the issue "as this is important for faculty recruitment and retention."

In light of these findings, the members of the subcommittee would like to have the benefit of input from EVP Lehman and Chair Robinson before deciding whether to design and recommend the establishment of a LTFT tenure option at GW. The subcommittee's goal is to reach a decision before the end of the current academic year, if possible.

**Notes added subsequent to the March 23 meeting of ASPP committee where the meeting minutes read in part:**

*The subcommittee has submitted a report on its deliberations and this was distributed and discussed. As per this report, many institutions have LTFT policies but, in practice, hardly any institution has faculty availing this option. Many institutions consider LTFT to apply to tenured faculty who wish to reduce their responsibilities; GW already has this available as a pre-retirement option. Some faculty at such institutions consider LTFT when child/parental care responsibilities interfere with their full time duties; GW already has family leave and tenure clock extension policies, and leave of absence policies, that address such issues. The question as to whether we should offer some sort of a resolution to the faculty*



*senate, the best description coming from the committee was of an "informed ambivalence."*

In a follow up, EVPAA Lehman was asked as to "what we do at GW regarding tenured faculty who may want to go less-than-full-time for a period of time, and then return to full time status--i.e., excluding: (1) extending the tenure clock, and (2) pre-retirement." Dr. Lehman replied:

*We simply have some (less than the number of fingers on one hand) faculty members, who through external arrangements made AFTER they have received tenure at GW, spend some period of time either being on LWOP or being fractionally on leave, where all or some of their salary is being paid by an outside entity. The 100% LWOP cases are all such that they do not last for more than two years. The less than 100% LWOP cases are usually arrangements that persist for a number of years, where in effect that person has split commitments and split remuneration, usually done with a GW/entity partnership arrangement.*

The conclusion of ASPP committee is that the Less-Than-Full-Time (LTFT) Tenure option is rarely used at other universities, and would probably be rarely used at GW. Hence the committee is not particularly eager to pursue this line of thought at this time. Should a future group decides to start working on this issue, the information gathered by the Less-Than-Full-Time (LTFT) subcommittee this year remains available for that future group.

**This report was shared with the Faculty Senate Executive Committee. On April 13, 2007, the Executive Committee Chair Professor Lilien Robinson said:**

*I wanted to report back to you on the Executive Committee's response to the ASPP Subcommittee's report on the Less than Full-Time Tenure and your comments. I shared both with our colleagues.*

*They are in complete agreement with you and the Committee. There seems no point in adding yet another category of tenure when we already have mechanisms in place for accommodating the various needs and situations cited.*

*I do want to thank the Subcommittee for its very complete and excellent report as well as the ASPP Committee for its deliberations and conclusions.*

## 2006-07 GW \*Regular Faculty (Continuing and New)

TABLE 1

	Professors			Assoc Professors			Asst Professors**			*Overall Average Salary			% Chg	% Chg in \$
	2005-06	2006-07	% Chg	2005-06	2006-07	% Chg	2005-06	2006-07	% Chg	2004-05	2006-07	% Chg		
Columbian College	103,903	107,641	3.6%	72,633	75,326	3.7%	61,257	63,535	3.7%	80,612	83,146	3.1%		2.6%
Education	97,592	103,770	6.3%	70,653	73,875	4.6%	60,822	61,932	1.8%	76,317	79,960	4.8%		-6.3%
Elliott School	107,023	107,243	0.2%	70,329	72,887	3.6%	71,090	75,546	6.3%	92,519	94,399	2.0%		4.9%
Engineering	121,808	122,020	0.3%	94,818	97,649	3.0%	87,365	90,656	3.8%	110,473	111,705	1.1%		3.8%
Business & Public Mgt	119,196	120,924	1.4%	93,387	97,741	4.7%	98,655	102,036	3.4%	104,321	107,440	3.0%		2.1%
Law School	186,586	205,240	10.0%	133,998	147,423	10.0%				169,933	184,132	8.4%		10.2%
Public Hlth&Hlth Svc	121,278	128,003	5.5%	95,282	108,936	14.3%	71,066	79,124	11.3%	104,863	113,501	8.2%		12.4%
Total	118,802	123,936	4.3%	84,307	89,450	6.1%	69,314	72,132	4.1%	95,189	99,511	4.5%		4.0%
Total \$	41,343,010	41,890,501	1.3%	17,957,363	20,573,585	14.6%	15,803,598	15,652,644	-1.0%	75,103,971	78,116,730	4.0%		
Columbian College	151	144	-4.6%	106	115	8.5%	138	134	-2.9%	395	393	-0.5%		
Education	23	20	-13.0%	18	19	5.6%	25	20	-20.0%	66	59	-10.6%		
Elliott School	21	22	4.8%	6	7	16.7%	8	7	-12.5%	35	36	2.9%		
Engineering	48	49	2.1%	12	12	0.0%	15	16	6.7%	75	77	2.7%		
Business & Public Mgt	42	42	0.0%	39	40	2.6%	35	33	-5.7%	116	115	-0.9%		
Subtotal	285	277	-2.8%	181	193	6.6%	221	210	-5.0%	687	680	-1.0%		
Law School	41	40	-2.4%	19	23	21.1%				60	63	5.0%		
Public Hlth&Hlth Svc	22	21	-4.5%	13	14	7.7%	7	7	0.0%	42	42			
Total	348	338	-2.9%	213	230	8.0%	228	217	-4.8%	789	785	-0.5%		
AAUP Percentiles	2005-06	2006-07	Pct Chg	2005-06	2006-07	Pct Chg	2005-06	2006-07	Pct Chg					
90	127,989	134,510	5.1%	86,530	90,203	4.2%	75,049	77,394	3.1%					
80	116,643	121,196	3.9%	82,173	85,678	4.5%	69,668	71,763	3.0%					
70	112,429	116,383	3.5%	78,228	81,078	3.6%	65,971	68,523	3.9%					
60	105,987	109,836	3.6%	74,919	77,825	3.9%	63,807	66,263	3.8%					
50	99,913	104,971	5.1%	72,160	75,294	4.3%	61,824	64,184	3.8%					
40	95,399	99,794	4.6%	69,927	72,560	3.8%	59,946	61,883	3.2%					
30	91,815	95,255	3.7%	67,153	69,563	3.6%	56,995	59,497	4.4%					
20	87,946	88,673	0.8%	64,900	67,086	3.4%	54,566	56,952	4.4%					
10	78,575	82,365	4.8%	61,189	62,827	2.7%	51,875	53,749	3.6%					
GWU overall 2006/07	123,936	82.1		89,450	88.3		72,132	80.7						
\$ to AAUP 80th		(\$926,120)			(\$821,560)			(\$80,073)						

\* Excludes instructors and clinical law faculty.

\*\* Data for CPS assistant professors are not shown because n &lt; 3.

IR 4/24/07

[a101.t143]

# AAUP FACULTY SALARY AVERAGES for MARKET BASKET SCHOOLS

(Ordered by 2005-06 / overall average)

[n1,145]

	Professors			Assoc Professors			Asst Professors			Composite		
	2005-06	2006-07	% Chg	2005-06	2006-07	% Chg	2005-06	2006-07	% Chg	2005-06	2006-07	% Chg
NORTHWESTERN UNIV	140,800	147,200	4.5%	93,700	97,500	4.1%	81,200	83,500	2.8%	115,774	119,243	3.0%
DUKE UNIVERSITY	136,400	142,000	4.1%	91,300	96,800	6.0%	78,800	82,400	4.6%	110,495	116,728	5.6%
NEW YORK UNIVERSITY	144,000	149,500	3.8%	88,300	91,200	3.3%	75,900	80,100	5.5%	111,084	115,048	3.6%
WASHINGTON UNIVERSITY	135,200	145,100	7.3%	90,500	93,300	3.1%	73,400	77,200	5.2%	107,593	115,032	6.9%
UNIV of SOUTHERN CAL	129,000	134,500	4.3%	88,500	92,000	4.0%	76,400	81,600	6.8%	106,147	110,825	4.4%
EMORY UNIVERSITY	137,000	142,200	3.8%	86,200	90,100	4.5%	76,300	77,900	2.1%	104,848	109,390	4.3%
GEORGETOWN UNIV	132,500	139,900	5.6%	86,000	89,100	3.6%	71,400	73,700	3.2%	103,089	108,815	5.6%
VANDERBILT UNIV	126,800	135,400	7.0%	81,900	86,300	5.4%	66,000	67,200	1.8%	98,140	105,098	7.1%
*** GW***	118,800	123,900	4.3%	84,300	89,400	6.0%	69,300	72,100	4.0%	95,149	99,421	4.5%
UNIVERSITY of MIAMI	111,500	118,000	5.8%	75,200	79,000	5.1%	67,800	72,700	7.2%	90,521	95,737	5.8%
BOSTON UNIVERSITY*	117,000	122,200	4.4%	78,600	81,700	3.9%	66,000	69,800	5.8%	89,985	94,266	4.8%
SO METHODIST UNIV	115,800	121,000	4.5%	78,000	80,500	3.2%	69,200	72,300	4.5%	89,939	93,838	4.3%
TUFTS UNIVERSITY	114,700	118,500	3.3%	85,300	87,900	3.0%	67,700	70,800	4.6%	90,547	93,792	3.6%
AMERICAN UNIVERSITY	123,500	127,400	3.2%	81,200	84,900	4.6%	60,900	64,300	5.6%	86,673	89,465	3.2%
TULANE UNIVERSITY	109,800	116,000	5.6%	77,000	78,800	2.3%	65,300	63,400	-2.9%	84,313	85,954	1.9%
*** GW***	118,800	123,900	4.3%	84,300	89,400	6.0%	69,300	72,100	4.0%	95,149	99,421	4.5%
AAUP 80th percentile	116,643	121,196	3.9%	82,173	85,878	4.5%	68,668	71,763	3.0%			
\$ to AAUP 80th	(750,636)	(916,666)	+	(453,051)	(613,582)	+	84,272	(73,803)	=	(1,119,415)	(1,804,041)	
-n to AAUP 80th	6	8		6	9		(1)	1	=	11	18	
MARKET BASKET DATA												
MEAN of the schools#	126,700	132,779	4.8%	84,407	87,793	4.0%	71,164	74,064	4.1%	99,225	103,802	4.6%
\$ to Market Basket Mean	2,749,200	3,009,981		22,791	(371,217)		426,856	430,116		3,219,750	3,456,378	
-n to Market Basket Mean	(22)	(23)		0	4		(6)	(6)	sum of the \$ per rank =	3,198,847	3,068,880	
									sum of the (n) per rank =	(32)	(33)	
									sum of the (n) per rank =	(28)	(25)	
MEDIAN of the schools#	127,800	134,950	5.6%	85,650	88,500	3.3%	70,300	73,200	4.1%	100,614	108,956	6.3%
\$ to MB Median	3,132,000	3,745,950		287,550	(207,900)		229,000	240,900		4,317,350	5,945,115	
-n to MB Median	(25)	(28)		(3)	2		(3)	(3)	sum of the \$ per rank =	3,648,550	3,778,950	
									sum of the (n) per rank =	(43)	(56)	
										(31)	(29)	
Other Local Schools												
GEORGE MASON UNIV	113,200	120,500	6.4%	76,300	80,600	5.6%	60,900	64,900	6.6%	83,346	87,920	5.5%
UNIVERSITY of MARYLAND	115,700	121,100	4.7%	80,300	84,200	4.9%	75,900	77,400	2.0%	97,044	100,947	4.0%

# excludes GW.

Source: AAUP Academe

TABLE 2

IR 4/26/07

# Median Salaries for GW \*Regular Faculty (Continuing and New)

Table 3

	Professors			Assoc Professors			Asst Professors		
	2005-06	2006-07	% Chg	2005-06	2006-07	% Chg	2005-06	2006-07	% Chg
Columbian College	97,891	100,440	2.6%	71,404	74,281	4.0%	61,551	63,398	3.0%
Education	99,986	104,772	4.8%	68,259	72,881	6.8%	60,000	61,338	2.2%
Elliott School	96,411	99,023	2.7%	62,906	71,328	13.4%	69,182	71,554	3.4%
Engineering	114,198	118,817	4.0%	91,824	95,508	4.0%	87,199	91,704	5.2%
Business	112,450	115,750	2.9%	93,000	96,500	3.8%	94,800	99,750	5.2%
Law School	181,000	195,981	8.3%	137,000	152,960	11.6%			
Public Hlth&Hlth Svc	124,639	130,618	4.8%	91,473	94,274	3.1%	67,006	78,307	16.9%
Columbian College	145	141	-2.8%	106	115	8.5%	138	136	-1.4%
Education	23	19	-17.4%	18	19	5.6%	25	20	-20.0%
Elliott School	20	21	5.0%	6	8	33.3%	8	9	12.5%
Engineering	48	51	6.3%	12	12	0.0%	15	16	6.7%
Business	42	42	0.0%	39	39	0.0%	35	33	-5.7%
Subtotal	278	274	-1.4%	181	193	6.6%	221	214	-3.2%
Law School	40	40	0.0%	19	23	21.1%			
Public Hlth&Hlth Svc	22	21	-4.5%	13	14	7.7%	7	7	0.0%
Total	340	335	-1.5%	213	230	8.0%	228	221	-3.1%
<del>2005-06</del> 2006-07									
2005-06 Quartiles	Q1	Q3		Q1	Q3		Q1	Q3	
Columbian College	87,400	115,337		68,398	80,679		56,338	69,088	
Education	91,128	112,876		66,559	79,596		53,521	67,624	
Elliott School	93,249	117,933		68,636	77,632		69,145	79,844	
Engineering	106,493	140,718		88,585	100,907		87,699	93,480	
Business	108,600	130,500		92,900	104,000		92,500	113,000	
Law School	172,194	227,731		135,960	165,000				
Public Hlth&Hlth Svc	80,762	153,375		85,320	124,368		65,346	93,150	
Total	96,200	141,623		71,727	96,500		59,350	82,000	

IR 4/26/07

\* Excludes University Professors, instructors, clinical law faculty, SMHS and cells with fewer than three faculty.



**Faculty Senate**  
**FISCAL PLANNING & BUDGETING COMMITTEE**  
*ANNUAL REPORT 2006-07 TERM*  
May 11, 2007

The Fiscal Planning and Budgeting (FP&B) Committee met approximately once a month throughout the year. Six faculty members of the Committee (Cordes, Griffith, Lindahl, Parsons, Wood, and Yezer) served in a dual capacity, that is, also as members of the *Budget Working Group*. This Group was appointed by EVPAA Lehman and EVP&T Katz in November 2006 to review estimates and work out proposed solutions for covering the projected gap between revenues and expenses for FY 08. Periodic updates on the progress of this work have been provided to the Senate and other groups.

Although much of the data discussed in the Budget Working Group was also discussed in the FP&B Committee, which raised questions and made suggestions, the primary focus of the FP&B Committee was on some special issues that it undertook to examine. Foremost among these was a set of questions that had been raised in the Committee earlier, about whether or not sponsored research, viewed as a whole, produced a net financial gain for the University, or resulted in a net cost, and to try to take into account as well other non-financial benefits that might accrue from it.

Work on this topic occupied several meetings and numerous members of the Committee, principally Professors Packer, Yezer and Lindahl, and resulted in a *Special Report to the Faculty Senate* which was presented at the Senate meeting of April 13, 2007. That Report will be found attached to the Minutes of that Senate meeting.

A second issue on which the Committee worked was an attempt to assess the funds which had been allocated by Academic Affairs under the various strategic initiatives. At our request, EVPAA Lehman shared with us a report originally prepared for the Academic Affairs Committee of the Board of Trustees, *Signature Program Funding*. This Report was reviewed by our Committee and is now forwarded to the Faculty Senate as an *attachment to this Report*. Summarizing briefly, in the first five years of the special funding initiative, a total of some \$4.6m was provided in core funding and \$3.25m in graduate student support. In the FY 07 initiative, with funds from a "Special Endowment Payout" of about \$4.5m, roughly \$2.4m was allocated and thus there remains a balance of about \$2.1m still to be allocated.

In addition to these tasks, at the request of the Executive Committee the FP&B Committee, formed a Joint Subcommittee with the Professional Ethics Committee to work with Dean Katz of the School of Public Health and Provost Williams to develop an approach to bringing the SPHHS into compliance with *Faculty Code* provisions stipulating a minimum ratio of tenured and tenure-track faculty to contract faculty. Professor Cherian of FP&B served as chair of this subcommittee which has already reported directly to the Executive Committee. In connection with that on-going work, the Committee asked and received from EVP Lehman preliminary data on the interaction



of budget constraints with limits on numbers of TT and NTT lines available in the various schools. From the preliminary data it appears that there are substantial numbers of unfilled faculty lines in most of the schools, so that does not seem to be the major constraint.

Also, at the request of the Senate Research Committee, two members (Packer and Yezer) of FP&B met with that committee to discuss issues of research funding. There is agreement in our Committee that joint work with the Research Committee should be part of *continuing business for next year's Committee*.

In other *continuing business* for next year's FP&B Committee, it would seem appropriate to continue in the consultative role we began at the very end of this term, when we reviewed a very preliminary draft of a report for Middle States Task Group 6 dealing with various financial issues. As later drafts emerge, the Committee should undertake to give its informal reactions and suggestions.

As a third item of *continuing business*, it was agreed in the Budget Working Group that it would be valuable for the FP&B to work next year to produce an updated version of the "Kwoka Report" of several years back. That very useful comparative study analyzed the pattern of expenditures at GWU for academic and non-academic purposes in comparison to all the other research universities. Prof. Cordes offered to head up this project, Prof. Lindahl has suggested a graduate student who could assist, and presumably EVP Lehman will once again provide funding for this study.

Lastly, it is assumed that the FP&B Committee will continue to receive not only the usual report on the current FY Capital and Operating Budgets but will continue to receive, as it has in the past two years, early estimates of revenues and expenditures in the next and subsequent fiscal years. This has been a very valuable extension of the faculty role in the budget process, which we very much hope will continue.

FOR THE COMMITTEE:

William B. Griffith, Chair, CSAS

*VOTING MEMBERS:*

Cherian, E., SB  
Cordes, J., CCAS  
Gowan, M., SB  
Knight, M., UWP  
Lindahl, F., SB  
Nayak, T., CCAS  
Packer, R. CCAS  
Parsons, D., CCAS  
Solomon, H. CCAS (emeritus)  
Wood, B., CCAS  
Yezer, A., CCAS

*Administrative Members:*

Bass, G., Assoc. VP Health Econ, Med Ctr  
Boselovic, D., Assoc. VP for Budget  
Chernak, R., Sr. VP SASS  
Jones, Laurel Price, VP Advancement  
Katz, L., EVP and Treasurer  
Lehman, D., EVPAA  
Phillips, S., Dean SB  
Siggins, J., Univ. Librarian  
Biles, B., Exec. Committee Liaison

## Signature Program Funding – Existing Programs Five-year Summary

<b>History</b>		
<b>Time Period</b>	<b>Core Funding</b>	<b>Funding for Graduate-Student Support</b>
2006-07	\$15.5K	\$177.3K
2002-03 thru 2006-07	\$136.1K	\$603.8K

<b>GW Institute for Public Policy &amp; SPPPA</b>		
<b>Time Period</b>	<b>Core Funding</b>	<b>Funding for Graduate-Student Support</b>
2006-07	\$251.0K	\$249.2K
2002-03 thru 2006-07	\$829.3K	\$827.6K

<b>Political Science</b>		
<b>Time Period</b>	<b>Core Funding</b>	<b>Funding for Graduate-Student Support</b>
2006-07	\$54.5K	\$213.8K
2002-03 thru 2006-07	\$304.0K	\$706.0K

<b>Human Evolution</b>		
<b>Time Period</b>	<b>Core Funding</b>	<b>Funding for Graduate-Student Support</b>
2006-07	\$305.4K	\$116.4K
2002-03 thru 2006-07	\$925.2K	\$324.8K

<b>Biomedical Engineering</b>		
<b>Time Period</b>	<b>Core Funding</b>	<b>Funding for Graduate-Student Support</b>
2006-07	\$236.6K	\$74.4K
2002-03 thru 2006-07	\$849.8K	\$254.2K

<b>Transportation/Safety and Security</b>		
<b>Time Period</b>	<b>Core Funding</b>	<b>Funding for Graduate-Student Support</b>
2006-07	\$220.6K	\$74.9K
2002-03 thru 2006-07	\$814.4K	\$254.7K

<b>Sigur Center for Asian Studies</b>		
<b>Time Period</b>	<b>Core Funding</b>	<b>Funding for Graduate- Student Support</b>
2006-07	\$211.4K	\$70.9K
2002-03 thru 2006-07	\$717.2K	\$277.5K

<b>Overall Totals</b>		
<b>Time Period</b>	<b>Core Funding</b>	<b>Funding for Graduate- Student Support</b>
2002-03	\$360.9K	\$121.5K
2003-04	\$732.3K	\$453.0K
2004-05	\$935.1K	\$744.2K
2005-06	\$1,252.7K	\$953.0K
2006-07	\$1,295.0K	\$976.9K
2002-03 thru 2006-07	\$4,576.0K	\$3,248.6K

<b>Signature Program Allocations (Original)</b>		
<b>Time Period</b>	<b>Addition</b>	<b>Total</b>
2002-03	\$500K	\$500K
2003-04	\$250K	\$750K
2004-05	\$250K	\$1,000K
2005-06	\$250K	\$1,250K
2006-07	----	\$1,250K

**Special Endowment Payout  
for  
Investment  
in the  
University's Strategic Plan for Academic Excellence  
[FY 07]**

<b>Strategic Initiatives</b>			
<b>Initiative</b>	<b>Endowment Payout</b>	<b>Matching Requirement</b>	<b>Comments</b>
CCAS – University Writing Program – Writing in the Disciplines	\$260K	\$0K	Year one of three with yearly metrics of achievement
CCAS – Professional Language Instruction	\$465K	\$465K	Continuous with yearly review of metrics
ESIA – International Initiatives	\$284K	\$284K	Continuous with yearly review of metrics
Academic Technologies – Podcasting Initiative	\$250K	\$250K	Continuous with yearly review of metrics
Gelman Library – Second Electronic Classroom for University Writing Program Library Instruction	\$250K	>\$250K	This is a one-time investment – the main metric is extensive use of the classroom in parallel with the first one we constructed
<b>Sub-total Allocation</b>	<b>\$1,509K</b>		
<b>Sub-total Matching</b>		<b>\$1,249K</b>	
<b>Sub-total Investment for Strategic Initiatives</b>			<b>\$2,759K</b>

<b>New Signature Programs</b>			
<b>Program [faculty members initiated]</b>	<b>Endowment Payout</b>	<b>Matching Requirement</b>	<b>Comments</b>
CCAS – Discovering and Interpreting the Diversity of Life	\$58.6K	\$30.0K	Continuous with yearly review of metrics
CCAS – Urban Inequality: Costs, Consequences, and Policy Responses	\$20.0K	\$17.0K	Continuous with yearly review of metrics
CCAS – Systems Biology: Virus-host Interaction	\$64.1K	\$37.6K	Continuous with yearly review of metrics
GSEHD – Doctoral Study in Special Education	\$133.3K	\$66.7K	Continuous with yearly review of metrics
GWSB – Institute for Corporate Responsibility	\$100K	\$83.7K	Continuous with yearly review of metrics
GWSB – Institute for Integrating Statistics in Decision Sciences	\$105K	\$53.8K	Continuous with yearly review of metrics
SEAS – Center for Biomimetics and Bioinspired Engineering (COBRE)	\$200K	\$100K	Continuous with yearly review of metrics
SEAS – High Performance Computing, Technology and Applications	\$200K	\$234K	Continuous with yearly review of metrics
<b>Sub-total Allocation</b>	<b>\$881K</b>		
<b>Sub-total Matching</b>		<b>\$623K</b>	
<b>Sub-total Investment for New Signature Programs</b>			<b>\$1,504K</b>



The total of dollars derived from the Special Endowment Payout for Investment in the University's Strategic Plan for Academic Excellence is \$4,496,965 or \$4,500K. The investments listed on the previous page total to \$2,390,003. These investments are matched by \$1,871,696 from two sources: internal reallocations and generation of new revenue through external sources. Therefore, the current balance in the Special Investment Fund is  $\$2,106,962 = \$4,496,965 - \$2,390,003$ .

The remaining balance is likely to be used to hire new faculty members, mostly at a senior level, to enhance further two or three areas within GW that have the potential to become nationally recognized at a higher level for their research and scholarship. Serious consideration is being given to location of such "groups" at the VA Campus.

# FUNDING FOR THE WRITING PROGRAM

	FY 04	FY 05	FY 06	FY 07
Total Annual Budget	686,445	1,701,506	2,202,265	2,422,728
Source of Funding:				
New Funding	350,000	700,000	1,000,000	1,260,000
Merit & Reallocated Funds	336,445	1,001,506	1,202,265	1,162,728

**Faculty Senate Committee on Libraries  
Year-End Report  
May 11, 2007**

During the Academic Year 2006/07 the Committee met four times.

**Fall semester meetings took up the matter of the administration's response ("more study") to Senate Resolution 05/7, "A Resolution on Library Endowment Funds."**

The third meeting of the fall semester was with Vice-President Lehman during which the vice-president said that the administration would be willing to accept the Resolution if amended to excise resolving clause #2, to wit: "That the University Administration prepare an annual report for the Faculty Senate on its progress in meeting the goals set out in the 5-year plan provided by the University Librarian."

Because the Gelman Library System serves the University in general, but is treated as merely co-equal with the individual schools of the University, and because the GLS is prohibited in its fundraising efforts from access to alumni/ae who are school-specific, the Committee asked that the administration raise to "University-level" status fundraising initiatives in the upcoming capital campaign in order to meet Goal #5 of the *Strategic Plan* as well as the spirit of Senate Resolution 05/7.

**At its fourth meeting in January the Committee prepared a Senate Resolution amending the 05/07 Resolution based on the above discussion with Vice-President Lehman. This Resolution was adopted as amended by the Senate at its March meeting.**

At this fourth meeting the Committee also took up materials sent by Professor Cordes through Professor Robinson regarding fair use of electronic materials. Professor Cordes represented the concern of some faculty members that they did not know precisely what items are permissible. Librarian Siggins informed the Committee that electronic reserve materials are strictly scrutinized by the Library to determine their permissibility. Items placed on Blackboard by individual faculty members (i.e. not through the Course Reserves system) are not vetted by the Library and are not within the Library's purview. The Committee determined that, since the Gelman Library already adheres to fair use principles with respect to electronic reserve items, it was not within the Committee's mandate to respond to this request. **Rather, the Committee suggests that the deans of individual schools alert faculty to the need to observe fair use principles, guidelines for which are available at the Gelman website.**

**Alan G. Wade, Chair  
May 11, 2007**

**Committee Members: Simon Berkovich, Valentina Harizanov, Carol Hoare, Chad Rector, Ann Romines; Shelley Bader, Donald Lehman, Timothy Shea, Jack Siggins, Christopher Sterling, and Arthur E. Wilmarth, Jr.**

# THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON DC

Faculty Senate  
COMMITTEE ON PROFESSIONAL ETHICS AND ACADEMIC FREEDOM  
*ANNUAL REPORT 2006-2007 TERM*  
May 11, 2007

The primary deliberations of the Committee on Professional Ethics and Academic Freedom focused on two items: the non-conformity of the School of Public Health and Health Services with the provisions of Article I.B.1. of the *Faculty Code* (proportion of tenured Faculty), and the Board of Trustees' "Resolution Concerning the Rigor of Review of Candidates For Tenure and Promotion in the Colleges and Schools of The George Washington University" dated May 18, 2006.

**Non-conformity of the School of Public Health and Health Services with the provisions of Article I.B.1 of the Faculty Code**

A Subcommittee consisting of Professors Cherian (convenor), Darr, Delaney, Parsons, Watkins, and Wilmarth met throughout the second semester, including a meeting with Dean Katz and Vice President Williams. A copy of the report of the Subcommittee is attached. In summary, although Dean Katz and Vice President Williams expressed some concerns about the extent to which the needs of the School are consistent with the provisions of the *Faculty Code*, they agreed to produce a plan for compliance that will be delivered to the Senate by July 1, 2007. In addition, Dean Katz agreed to present a report to the Faculty Senate each year on the School's progress toward compliance with the *Faculty Code*, which will include information on the number of new hires that were offered tenure or tenure-accruing positions and the number of new faculty who accepted these positions. The Subcommittee has recommended that further deliberations or actions of this subcommittee be delayed pending receipt of the promised plan on July 1.

One of the problems discussed by the full Committee was the need for a stable and continuing (across academic years) Senate presence regarding this matter. In that regard, it is the recommendation of the PEAFC Committee that the currently-appointed Subcommittee be sustained indefinitely, with an expanded charge to include any other schools and/or departments that are not in compliance with Article I.B.1. of the *Faculty Code* (and with quarterly reports to the PEAFC Committee), until such time as the PEAFC Committee recommends to the Senate Executive Committee that all academic units are in compliance with this section of the *Faculty Code* and this Subcommittee is therefore no longer needed.

The PEAFC Committee further recommends that President-elect Knapp be fully apprised of this situation at the earliest possible time. In view of Dr. Knapp's background, several Committee members suggested that he might take an early and urgent interest in the fact that so few members of the School of Public Health and Health Services Faculty (as well as most – if not all – of the SPHHS Department Chairs, and Dean Katz herself) are tenured or tenure-accruing.

## **The Board of Trustees' "Resolution Concerning the Rigor of Review of Candidates For Tenure and Promotion in the Colleges and Schools of The George Washington University"**

In a memorandum dated May 18, 2006, the Committee on Academic Affairs of The George Washington University Board of Trustees expressed concern about the "consistency across schools as to rigorous and impartial [tenure/promotion] review", and requested (among other things) "that the Executive Vice President for Academic Affairs work with the Faculty Senate Executive Committee to strengthen the role of the School-Wide Personnel Committees ... in the review of dossiers of candidates recommended for tenure/promotion or promotion such that their written review and written recommendation to the dean covers a thorough review of the qualifications of the candidate relative to the stated school and department criteria in addition to whether the procedures of the process were followed." The Senate Executive Committee requested that the Chairs of the Appointment, Salary, and Promotion Policy Committee and the Professional Ethics and Academic Freedom Committee designate a Joint Subcommittee to further pursue this matter.

That Joint Subcommittee (consisting of Professors Achrol, Gupta, Marotta, Pelzman, Wilmarth, Wirtz, with the counsel of Professor David Robinson) met throughout the year, including most recently with Board of Trustees members Lazarus and Thomas and Executive Vice President Lehman. Vice President Lehman presented the Subcommittee with his survey of practices at other "market-basket" universities (which was also requested by the Board's Academic Affairs Committee.)

The work of the Joint Subcommittee is still ongoing, although several members of the Subcommittee provided an interim verbal report. There appears to be widespread agreement among all constituencies about the need for strengthening the criteria for promotion and tenure, and for the thesis that school-wide committees most certainly do have the responsibility for looking at the dossiers for promotion and tenure, in order to determine whether the departmental faculty have met their responsibilities. It was agreed that the Executive Committee would draft an "interpretive memorandum", for review by the Joint Subcommittee, which would provide guidance for the future role of the School-Wide Personnel Committees.

Respectively submitted on behalf of the Committee:

**Philip W. Wirtz, Chair**

Members:

Maria Cseh, Kurt Darr, Morgan Delaney, Marvine Hamner, Walter Kahn, Robin Kinder, Frederick Lawrence, Diana Lipscomb, Joseph Pelzman, David Robinson, Julie Ryan, Carol Sigelman, Ryan Watkins, Richard Weitzner, Arthur Wilmarth, Philip Wirtz



# The George Washington University

## MEMO

April 3, 2007

To: Lilien F. Robinson, President  
Faculty Senate

From: Joint Senate Subcommittee of Professional Ethics & Fiscal Planning, Regarding  
Non-compliance of Faculty Code by School of Public Health & Health Services

CC: Philip W. Wirtz, William B. Griffith

Subject: Status Report

As you know our Subcommittee met on March 6 for an initial meeting. Previously I met with Dean Katz and VP Williams for individual meetings in February.

Last Friday members of the Joint Subcommittee met with Ruth Katz, Dean of the School of Public Health and John Williams, VP for Health Affairs. I would characterize the meeting as very cordial and productive. During the meeting, we were assured that there is no shortage of tenure or tenure-accruing slots available for the School of Public Health. Rather both Dean Katz and VP Williams purported that there had been repeated difficulties in obtaining faculty who are both interested and qualified for tenure positions. Not being able to offer day-time classes for School courses due to unavailable classrooms was, for example, offered as a disincentive in the recruitment of tenure-quality faculty. VP Williams stated, nevertheless, that he and EVP Lou Katz recently agreed to a plan for an addition above the Himmelfarb Library for added classrooms which if completed in 3-5 years should alleviate this issue. A lack of an endowment for the school was also identified as an obstacle for compliance with the Faculty Code, since it somewhat limits the salary levels which can be offered new faculty. This however didn't appear to be a deciding factor in any of the recent faculty recruitment efforts. It was also put forward that the lack of an endowment will restrict the School from hiring a large number of tenure/tenure accruing faculty in a short period of time in order to meet the Faculty Code compliance requirements.

We discussed the School's recruitment and search committee processes. Dean Katz and VP Williams then invited Subcommittee members to participate in the deliberations of a future faculty search committee – as observers – in order to more fully understand the recruiting and hiring process employed by the School.

After a productive discussion of the issues associated with the School of Public Health's non-compliance with the faculty code, the Subcommittee members again requested a plan for compliance. Dean Katz, with agreement from VP Williams promised a plan for compliance will be delivered to the Senate by July 1, 2007.

The plan is to include a schedule for the anticipated hiring of new faculty into tenure-track or tenure-track accruing positions in upcoming years. The period of time for this plan is however, as of yet undefined. In addition the forthcoming plan is to include a description of the recruitment and hiring processes employed by the School, as well as the criteria for tenure used for faculty selection. Dean Katz also agreed to present a progress report to the Faculty Senate each year on their efforts, which will include information on the number of new hires that were offered tenure or tenure-accruing positions and the number of new faculty who accepted these positions.

During this same time period Dean Katz anticipates continued hiring of Research faculty with funding support, or Research faculty as needed for new research projects. Dean Katz mistakenly stated that including Research faculty in the "denominator" of the faculty ratio for compliance makes the goal of a 75% School-wide tenure faculty requirement continuously difficult. Upon reflection we note that Research faculty are NOT included in this count, and we have so informed her.

It is recommended that further deliberations or actions of this subcommittee be delayed pending receipt of the promised plan on July 1.

**Subcommittee members:**

Edward Cherian  
Kurt Darr  
Morgan Delaney  
Don Parsons  
Ryan Watkins  
Arthur Wilmarth

## **REPORT OF THE EXECUTIVE COMMITTEE**

**Lilien F. Robinson, Chair**

**May 11, 2007**

I would like to welcome the new members of the Faculty Senate. All of us look forward to working with you

On behalf of the Executive Committee, I have the following report.

### **RESOLUTIONS**

The Faculty Senate acted upon six resolutions during the 2006-2007 session. Pursuant to our procedures, these resolutions will be forwarded to the President for his response. These responses will be distributed with the Senate agenda for the September meeting.

### **PERSONNEL MATTERS**

I am pleased to report that the Executive Committee has not received any administration nonconcurrences with faculty recommendations on tenure and/ or promotion.

There are two grievances still in the hearing process, one in Columbian College and the other in the School of Business. In a recently received grievance in Columbian College, Professor Carol Izumi of the Law School has agreed to serve as special mediator. It should be noted that Professor Izumi has assisted the faculty in this capacity on numerous occasions. The Executive Committee is most appreciative and extends sincere thanks to Professor Izumi.

### **ACTIONS OF THE EXECUTIVE COMMITTEE**

As reported at the April Senate meeting the Executive Committee invited Professor Gupta (Chair of the Appointment, Salary and Promotion Policies Committee) and Professor Wirtz (Chair of Professional Ethics and Academic Freedom Committee) to report on discussions of the joint subcommittee with members of the Academic Affairs Committee of the Board of Trustees concerning the role of school-wide personnel committees with respect to tenure and promotion. Following this discussion, the Executive Committee determined that it would draft a memorandum for the Academic Affairs Committee regarding its understanding of existing tenure and promotion policies and procedures as well as provide its views and recommendations. The Executive Committee is in the process of preparing this memorandum.

The Executive Committee has been advised by the joint subcommittee of the Fiscal Planning and Budgeting Committee and the Committee on Professional Ethics and Academic Freedom that the subcommittee has been advised that a plan for compliance with *Faculty Code*





requirements for the number of tenured and tenure-track faculty members by the School of Public Health and Health Services would be prepared by Dean Ruth J. Katz and Provost John F. Williams for transmittal to the Faculty Senate in July 2007.

## **ANNUAL REPORTS OF SENATE STANDING COMMITTEES**

Chairs of Senate Standing Committees for the 2006-2007 session who have not yet submitted annual reports of their respective Committee should do so for distribution with the minutes of today's meeting.

The Executive Committee urges that the new Committees begin their work as soon as possible, hopefully by the beginning of the Fall semester. Over the course of the summer the Executive Committee will be sending to Committee Chairs various matters for consideration.

Each Standing Committee has been assigned a member of the Executive Committee to serve as liaison between the two. Additionally, the Executive Committee will be arranging a luncheons with Standing Committee Chairs, beginning in early September. Held for the first time during the last session, these luncheons proved so productive that the Executive Committee agreed they should be a permanent feature.

## **ANNOUNCEMENTS**

The next regular Senate meeting is scheduled for September 14, 2007. Resolutions and/or reports for the agenda of the September meeting should be submitted to the Executive Committee by August 15, 2007.

In closing, I wish to extend very best wishes for a healthy, happy, and productive summer.



replacement of the member of the board and a new back faculty member by the board of  
Public Health and Health Services would be prepared by John Ruff, J. Kain and Thomas J. J.  
Waters for presentation to the Faculty Senate in July 2007.

## ANNUAL REPORTS OF SENATE STANDING COMMITTEES

Chair of Senate Standing Committee for the 2006-2007 session who have not  
submitted annual reports of their respective Committees should do so for distribution with the  
minutes of today's meeting.

The Executive Committee notes that the new Committees began their work as soon as  
possible following the beginning of the Fall semester. Over the course of the semester the  
Executive Committee will be sending to Committee Chairs various matters for consideration.

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serve as liaison between the two. Additionally, the Executive Committee will be arranging  
meetings with Standing Committees which began in early September. Held for the first  
time during the last session, these meetings proved so productive that the Executive Committee  
agreed that should be a regular feature.

## ANNOUNCEMENTS

The next regular Senate meeting is scheduled for September 14, 2007. Resolutions  
and reports for the agenda of the September meeting should be submitted to the Executive  
Committee by August 13, 2007.

In closing, I wish to extend very best wishes for a healthy, happy and productive

summer.

## FACULTY SENATE REPORT

May 4, 2007

Since the last report to the Committee on Academic Affairs, the Faculty Senate has met three times, on February 16, March 9, and April 13.

### ACTION ITEMS

#### Resolutions

#### ***"Substitute Resolution Regarding Recommendations in the Report of the Joint Administration/Faculty Task Force on a Possible Four-Course, Four-Credit Undergraduate Curricular Structure"***

This resolution was presented by a Special Committee of the Faculty Senate reviewing the report of the Joint-Administration/Faculty Task Force on a possible 4x4 curriculum, a matter previously studied and acted upon by the Faculty Senate, which did not recommend a 4x4 curriculum.

The resolution notes that the Task Force Report does not provide persuasive supporting evidence that the 4x4 curriculum would facilitate academic excellence, enhance student intellectual engagement or lead to a cost savings.

It further notes that contrary to the conclusion of the Task Force, academic literature indicates that there is a direct correlation between increased in class time and increased student learning and positive educational outcomes. Conversely, the Task Force Report proposal would facilitate substantially reduced class time as well as limit opportunities for breadth and number of required and elective courses students could take.

The resolution recommends that the 4x4 curriculum model not be adopted and that the schools undertake, in collaboration with the incoming administration, a comprehensive review of their respective curricula to determine the desirability of fundamental changes to those curricula.

The resolution was adopted by the Faculty Senate by unanimous vote.



### ***"A Resolution on Library Endowment Funds"***

Addressing the funding of the Gelman Library System, this resolution is a modification of a resolution adopted by the Faculty Senate in April 2006. Subsequent to the receipt of the resolution in 2006, the administration requested further study of the matter by the Faculty Senate. Accordingly, the Faculty Senate Committee on Libraries, in consultation with the administration, considered the matter further, presenting its new resolution at the March meeting of the Senate.

The resolution supports the University's goal of "moving into the ranks of first tier institutions" and "strengthening GWU's infrastructure," while noting that funding for the Gelman Library system is significantly lower than that of most comparable institutions. It recommends that the administration raise to "university level" status its fund raising efforts for the Gelman Library System. It further recommends that the University Librarian and the Faculty Senate Committees on Libraries and on Fiscal Planning and Budgeting provide a plan through which the collection budget will reach a level equal to the average level of expenditure at market basket universities.

The resolution was adopted by the Faculty Senate.

## **PERSONNEL MATTERS**

### **Grievances**

Two grievances, one in the School of Business and the other in Columbian College, remain in the hearing process.

An additional grievance in Columbian College has been received by the Chair of the Dispute Resolution Committee, who pursuant to the Faculty Code, has appointed a Special Mediator.

### **Nonconcurrences**

No administration nonconcurrences have been received by the Executive Committee, to date.

## **REPORTS**

### **Campus Plan Process**

Executive Vice President and Treasurer Katz provided an update on the campus plan process, which included information on the School Without Walls project, plans for construction of a new residence hall, and redevelopment of the Pelham Hall site on the Mount Vernon campus.

### **Report on the Composition of the Faculty**

Executive Vice President for Academic Affairs Lehman presented the annual report on the composition of the faculty, providing updated information for the previous five years on the number of regular active-status faculty in tenure track and in non-tenure track lines, limited service faculty as well as the number of research faculty.

### **Report on the Elliott School of International Affairs**

Dean Michael E. Brown provided an update on the Elliott School. This included an overview of the School's current standing among schools of international affairs, undergraduate programs, graduate programs, research institutes, special endowment payout initiatives, events and external relations, and advancement activities.

He noted that in the two most recent surveys the Elliott School Master's programs were ranked number seven, ahead of Chicago, Yale, MIT, and Berkeley. The undergraduate program in international affairs is ranked number ten.

### **Strategic Plan for Research**

Chief Research Officer Elliot Hirshman provided a progress report on sponsored research, indicating an increase of \$132 million for fiscal year 2006, a 10% increase from the previous year.

He also outlined new mechanisms for increasing investment in research, while noting that there had been increases in tuition awards and graduate student support as well as improvements in administration and infrastructure. Dr. Hirshman also identified some of the areas of limited progress such as support for individual and collaborative research programs in areas of equipment, cost sharing, course release time, and start-up funds.

Respectfully Submitted,

Lilien F. Robinson, Chair  
Executive Committee,  
Faculty Senate



# Report on the Progress of the Project

The project was initiated in January 1964. The first phase of the project was the selection of the study area. The study area was selected on the basis of the following criteria: (1) the area should be representative of the population of the country; (2) the area should be accessible to the project team; (3) the area should be of sufficient size to permit the study of the phenomena of interest.

## Methodology of the Study

The study was conducted in two phases. The first phase was the selection of the study area. The study area was selected on the basis of the following criteria: (1) the area should be representative of the population of the country; (2) the area should be accessible to the project team; (3) the area should be of sufficient size to permit the study of the phenomena of interest.

The second phase of the study was the collection of data. Data were collected from a sample of the population of the study area. The sample was selected on the basis of the following criteria: (1) the sample should be representative of the population of the study area; (2) the sample should be of sufficient size to permit the study of the phenomena of interest.

## Results of the Study

The results of the study are presented in the following table. The table shows the distribution of the population of the study area by age, sex, and education. The table also shows the distribution of the population of the study area by occupation and income.

The results of the study indicate that the population of the study area is characterized by a high level of illiteracy and a low level of income. The population is also characterized by a high level of unemployment and a low level of social services. The results of the study also indicate that the population of the study area is characterized by a high level of poverty and a low level of health care.

Respectfully Submitted,

John F. Kennedy  
Executive Committee  
Project Team



**THE GEORGE WASHINGTON UNIVERSITY**  
**Washington, D.C.**

**The Faculty Senate**

The Faculty Senate will meet on Friday, May 11, 2007, at 2:10 p.m. in the Alumni House, First Floor, 1925 F Street, N.W.

**AGENDA**

1. Call to order
2. Introduction of new members
3. Approval of the minutes of the regular meeting of April 13, 2007, as distributed
4. Introduction of Resolutions
5. Update on the School of Engineering and Applied Science:  
Dean Timothy W. Tong
6. Update on the Budget Working Group: Professor William B. Griffith
7. General Business:
  - (a) Approval of dates for regular Senate meetings in the 2007-08 Session recommended by the Executive Committee as follows: May 11, 2007, September 14, 2007, October 12, 2007, November 9, 2007, December 14, 2007, January 18, 2008, February 8, 2008, March 14, 2008, and April 11, 2008
  - (b) Nomination for election of Chairs and members of Faculty Senate Standing Committees for the 2007-08 Session (list to be distributed)
  - (c) Nomination for election to the Dispute Resolution Committee for a three-year term commencing May 1, 2007: Larry R. Williams
  - (d) Nomination for appointment by the President to the following Administrative Committees: Joint Committee of Faculty & Students: Alan G. Wade, Faculty Co-Chair; John M. Artz, Dorothy E. Holmes, Amy J. Mazur, David Truncellito Harry E. Yeide, and Jason M. Zara; Student Grievance Review Committee: Heidi H. Bardot, Linda Bland Stewart, Andrea B. Brassard, Molina B. Dayal, , Juliet Lee, Susan F. LeLacheur, Allena K. Opper, Edward M Robinson, Michael G. Seneff, and Eva A. Vincze

THE CONSTITUTION OF THE UNITED STATES  
OF AMERICA

Article I

Section 1. All legislative Powers herein granted shall be vested in a Congress of the United States, which shall consist of a Senate and House of Representatives.

Section 2

Clause 1

Representatives and electors in each State shall have one Vote.

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(a) Representatives and electors in each State shall have one Vote.

(b) Representatives and electors in each State shall have one Vote.

(c) Representatives and electors in each State shall have one Vote.

(d) Representatives and electors in each State shall have one Vote.

- (e) Nomination for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: Lilien F. Robinson; Trustees' Committee on Student Affairs: Alan G. Wade; Trustees' Committee on External Affairs: Lisa Benton-Short; Trustees' Committee on Information Technology: Philip W. Wirtz
  - (f) Report of the Executive Committee
  - (g) Annual Reports from Senate Standing Committees: Admissions Policy, Student Financial Aid, and Enrollment Management; Athletics and Recreation; Physical Facilities (the Reports are attached)
- 8. Brief Statements (and Questions)
  - 9. Adjournment

*Elizabeth A. Amundson*

Elizabeth A. Amundson  
Secretary



**Faculty Senate Committee on Admissions Policy, Student Financial  
Aid, and Enrollment Management  
Final Report  
April 17, 2007**

During the Academic Year 2006/07 the Committee met three times.

At its first meeting on December 13, 2006 the Committee agreed to continue discussions from the previous academic year on the following issues:

1. Study the problem of retention of students between the sophomore and junior years.
2. Obtain data on enrollment patterns across the University, with particular emphasis on international students.
3. Study the correlation between discount rates and enrollment in specific schools and departments.

The Committee also received a preliminary report on applications for the academic year 2007/08 from Kathy Napper, Director of Undergraduate Admissions.

At its second meeting on February 28, 2007 the Committee discussed the impact of the elimination of EFL courses at GWU on foreign student enrollment.

At its third meeting on April 10, 2007 the Committee received a report from Kathy Napper on undergraduate applications and admissions for the academic year 2007/08. The Committee also considered the impact of a shift in student financial aid from merit-based to need-based criteria.

Eugene Abravanel, Elizabeth Amundson, Crystal Belk, Geoffrey Carter, Robert Chernak, Nancy Greenawald, Hermann Helgert (Chair), Donald Lehman, Charles Leizear, Susana Mendez, Kathryn Napper, Geri Rypkema, Robert Rycroft, Tim Shea, Daniel Small, Joseph Ward, Kristin Williams

2. The Committee on Education and Science  
has decided to recommend  
that the Commission should  
submit a report to the  
Council by 1997.

At the meeting of 1997, the Commission decided to  
submit a report to the Council by 1997, on the following  
points:

1. Study the problem of the quality of education and  
the results of the Commission's work.

2. Obtain the Commission's views on the Commission's  
present work and its results.

3. Study the Commission's work and its results in  
the field of education and science.

The Commission has decided to submit a report to the  
Council by 1997, on the following points:

At its second meeting on 1997, the Commission decided  
to submit a report to the Council by 1997, on the following  
points:

At its third meeting on 1997, the Commission decided  
to submit a report to the Council by 1997, on the following  
points:

At its fourth meeting on 1997, the Commission decided  
to submit a report to the Council by 1997, on the following  
points:



**REPORT OF THE SENATE COMMITTEE ON ATHLETICS AND RECREATION  
(And Minutes of the Committee Meeting on February 28, 2007)**

A meeting of the Committee was held on February 28, 2007, at the Smith Center.  
In attendance were the following:

**Committee Members:**

John Banzhaf	Law
Don Dew	Education
Patrick McHugh	Human Resources
Charles Toftoy	Business
Jack Friedenthal, Chair	Law

**Athletic Department Officials**

Jack Kvanz  
Aubre Jones  
Mary Jo Warner

The meeting discussed a wide range of matters of interest to the athletic administration and the committee members. At the outset it is important to note that the committee members were very favorably impressed with the general operations of the department, both as to intercollegiate athletics and recreational activities.

Issues can be divided into those requiring additional university funding and those that primarily involve other matters.

**1. Major Funding Issues**

As is true throughout the University, additional funding is generally needed by the Department of Athletics. However, several matters require specific attention as set out in the following recommendations:

A. The University should provide funds for a pilot, in-house, random drug testing of those athletes who have a substantial chance of participating in NCAA championships. That will involve some 75 to 90 student athletes.

Many other academic institutions have such in-house testing. It would have a substantial advantage in providing a reason for athletes to refuse peer pressure to use drugs. The cost of drug testing is high. The pilot program is designed to keep costs down by including only those athletes who are subject to testing at championship events. For the same reason, the tests would be limited to street drugs and would not include

REPORT OF THE COMMISSIONER OF THE GENERAL LAND OFFICE  
IN RESPONSE TO A RESOLUTION OF THE HOUSE OF COMMONS  
PASSED ON 17th JANUARY 1881

A statement of the progress made in the execution of the  
Commissioner's duties during the year ending 31st March 1881

Presented to the House of Commons

By the Commissioner,  
J. H. D. [Name]  
[Signature]  
[Title]  
[Address]

LONDON: [Publisher's Name]

1881  
[Printer's Name]  
[Address]

The following statement is submitted to the House of Commons in compliance with the resolution of the House of Commons passed on 17th January 1881, and in accordance with the provisions of the Land Revenue Act, 1875, and the Land Revenue Act, 1880.

The statement is divided into two parts, the first of which contains a general statement of the progress made in the execution of the Commissioner's duties during the year ending 31st March 1881, and the second of which contains a statement of the progress made in the execution of the Commissioner's duties during the year ending 31st March 1880.

GENERAL STATEMENT

As a result of the progress made in the execution of the Commissioner's duties during the year ending 31st March 1881, the following statement is submitted to the House of Commons in compliance with the resolution of the House of Commons passed on 17th January 1881, and in accordance with the provisions of the Land Revenue Act, 1875, and the Land Revenue Act, 1880.

A. The following statement is submitted to the House of Commons in compliance with the resolution of the House of Commons passed on 17th January 1881, and in accordance with the provisions of the Land Revenue Act, 1875, and the Land Revenue Act, 1880.

Main body of the report text, containing detailed financial and administrative data, including tables and figures.

tests for anabolic steroids, etc. Of course it would be desirable to test all intercollegiate athletes for all types of improper drug useage if funds could be made available.

B. The University must provide funds, as a regular annual line item, for the repair and replacement of exercise equipment in the Lerner Health and Wellness Center (LHWC).

The LHWC is a highly successful operation. It has "spread" the campus across 23rd street and has involved students, and to a lesser extent faculty, in a morning to night use of the facilities. The exercise machines are in constant use. They need maintenance and replacement if the Center is to continue its high level of activity. The benefits of the Center are very high in terms of health and morale.

C. The University should provide funds to set up lights around the Mount Vernon soccer field so that students can continue activities into the evening hours.

The need for more hours regarding the soccer field, for soccer, flag football, frisbee, etc., is clear. Lights would provide opportunities that are not available. Unfortunately, it will take more than funds for this to be operational because a few neighbors take exception to installation of lights, fearing that it would interfere with the use of adjacent properties. Focused lighting is available to keep such interference at a minimum. The university needs to negotiate with the ANC to obtain the agreement needed to get this project on board.

## **2. Non-Funding (or Lesser Funding) Issues:**

There are a number of matters that are of concern to the Department of Athletics and users of the athletic facilities as follows:

### **A. NCAA Requirements**

The University is fortunate that it faces no serious NCAA issues regarding rules violations. Compliance control is excellent. However, the NCAA member colleges and universities have adopted a comprehensive academic reform package designed to improve the academic success and graduation rate for all student-athletes. The centerpiece of the academic reform package is the development of a real-time assessment of the academic performance of each team's members. A team may be subject to a reduction in the number of scholarships normally permitted if a member of the team is not retained in school or not eligible in any given semester. Our coaches want to recruit great players. However, not all these potential recruits entertain academic aspirations. The Department of Athletics and the Admissions Office are working closely together to do their best to ensure that all athletes admitted are academically fit for the University and its rigorous academic programs. This relationship

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has ensured that, to date, no scholarship penalties have been imposed on any of George Washington's teams.

#### **B. Wellness Center Usage**

Although there has been an increase in the use of the Wellness Center by faculty and staff, it is hoped that the numbers will continue to grow. There tend to be too few faculty involved as of now. The President's Club, the special area set aside for members from faculty and staff, is underused. It is somewhat costly to join (\$1000 initiation fee) and has an annual fee of \$750. Although there are a large number of special amenities, one member of the Committee has expressed concern that there appear to be some things that were promised but not provided.

#### **3. Long-Range Problems**

Several matters of concern are on the table but have no immediate or obvious solution. These include the need for a place for the baseball team to practice and play its games. There are no places in the District of Columbia available. Other local institutions have to go long distances to find ball fields. The current field, in Virginia, has no public transportation, virtually no parking facilities, and no place to store equipment. The team can play its games but must do so largely without student support.

The crew needs its own boathouse. Fortunately a plan is on the table and some money has been pledged, but for now the lack of a decent facility is a problem.

The Mount Vernon gymnasium where much activity could take place is a forbidding venue at this time. In the summer there is no air conditioning. In the winter it is cold. At some future time, it should be rebuilt or replaced. Currently it is used for intramural and recreational sports clubs, indoor practices for softball and lacrosse teams, pick-up basketball, and, in addition, it is occasionally rented to outside groups.

#### **CONCLUSION**

The above report lists a number of problems and hopes for remedial action. However, the University must not lose sight of the basic fact that the Department of Athletics and Recreation is doing a remarkable job of promoting its programs for all members of the campus community. The difficulties that do exist pale in light of the department's accomplishments and its expansion of opportunities for all concerned. Athletic Director Kvanz and his staff must be commended for the excellent job they have done overall.

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## CONCLUSION

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**ANNUAL REPORT**  
**PHYSICAL FACILITIES COMMITTEE**  
**April 13, 2007**

The Physical Facilities Committee has met six times since the submission of the annual report in May 2006. The meetings of June 7, August 16, and October 11 focused on the major work of the Committee over the past year—that is the identification of the most pressing academic needs with respect to future construction of new/expanded facilities from a list developed by the University administration. The list included four schools (GSEHD, SEAS, Law, SPHHS) and two centers (Cancer, Science/Engineering). As the Deans and their faculties are best qualified to prioritize academic need through data gathering and rational discussion, the Committee sought their help in this determination. Answers to a series of questions drafted by the Committee and aimed at assessing programmatic need, were received from the Deans in April and compiled into a spreadsheet for comparison. A discussion of the Dean's responses led to the conclusion that SEAS (remained in contention in the event of its exclusion from the planned science/engineering complex), GSEHD, and SPHHS had the greatest programmatic needs, but the Committee was unable to prioritize among the three. Thus, at a meeting on June 7 the Committee drafted an additional set of questions for the Deans in GSEHD, SEAS, and SPHHS with the purpose of gaining more quantitative information to aid in distinguishing the level of need of the each school for a new facility. On August 16, after receipt of the Dean's responses to the set of additional questions and their compilation into the spreadsheet, the Committee met and determined that the greatest programmatic need was in SEAS and that the programmatic needs in GSEHD and SPHHS were both great but not distinguishable. The Committee's conclusions were incorporated into a draft Resolution on Construction of New Academic Facilities and the content of the final draft of the Resolution determined at a meeting on October 11 (see attachment 1, Interim Report, Jan 16, 2007). Resolving clause 5 in the final draft, challenged by the Vice President for Advancement, was revised by the Committee at a meeting on November 29. The revised clause was less binding in terms of directing the use of advancement funds for new academic facilities.

At the November 29 meeting, the Committee also heard a review from Eve Dubrow, Associate Vice President Operations, on GW facilities performance and on major renovation projects both in progress and planned (see attachment 2, Interim Report, Jan 16, 2007).

At the February 14 meeting, Elliot Hirshman, Chief Research Officer, reported on the work of the Academic Program Committee (19 selected researchers and administrators) appointed by EVP Lehman to study and recommend the academic programs that should be housed in the 300,000 sq. ft. of assignable space in the anticipated new Science/Engineering Complex. In January, 2007, the Committee recommended the following be housed in the space: all SEAS departments; CCAS departments of biology, chemistry, physics, biological anthropology, and possibly mathematics if space allows; alternative model space that promotes efficiency and enhances inter-disciplinary collaborations such as reserved space that allows flexible reconfiguration to



accommodate e.g., investigators in different departments with the same functional needs or researchers from different departments who are working on a common problem. Such space could be reallocated with emergence of new projects and the completion of old projects; core research facilities open to all university researchers; undergraduate instructional labs and formal ( 250-300 seat auditorium and 50-75 seat science media center) and informal (break rooms and alcove seating throughout the building) space for gatherings. In response to the question as to whether professional planners of such complexes had been involved at this stage of the planning, the answer was no.

At the April 11, 2007 meeting, John Petrie, Asst VP, Office of Public Safety and Emergency Management reported on emergency preparedness. While that office from all indications has worked diligently to develop mechanisms to inform the GW Community in the event of an emergency and have encouraged departments, schools, and other entities to develop and submit local plans (contingency and continuity of operation) to meet emergencies, it appears this goal is somewhat far from being reached (194 entities with 107 contingency and 82 continuity plans submitted). There appears to be two deficiencies. Either the entity (department, school, other) has not developed a local plan or the entity has a plan that has not been communicated to the segment of the university population (students, faculty, staff) for whom the information is intended. As an example of the problem, not a single faculty member on the Physical Facilities Committee knew if their entity had developed a local plan for emergencies, ten members of the Medical School faculty spoken to at random lack this information, and only three or four Faculty Senate members indicated knowledge of a local plan for their entity. Even Senators who were informed that their entity had a local plan were unaware of the plan. This is a risky state of affairs that calls for a quick solution.

Submitted on behalf of the Committee by Linda L. Gallo, Chair.

Committee members: Professors Helgert, Junghenn, Murphree, A. Robinson, Schwallie-Giddis, Sodaro-Spomer, Turley, Wahlbeck, Windsor. Ex officio: Biles, Drew, Dubrow, Linebaugh, Pec and student representative Shea.

